

**This Report was developed by the
Chula Vista General Plan Update
Steering Committee**

**With input from the
following three
General Plan Update Subcommittees**

**Economic Development
Environment, Open Space & Sustainable Development
Infrastructure & Services**

May 12, 2003

Published by
The City Of Chula Vista
Planning and Building Department

CITIZEN COMMITTEES MEMBERSHIP

Steering Committee

Mitch Thompson (C) - Housing
Patricia Aguilar (VC)- Sweetwater/Bonita
Gregory Alabado - Transportation
Russ Hall - Economic Development Subcommittee
Randall Krogman - Eastern Chula Vista
Paul Nieto – Finance / Real Estate
Kevin O'Neill – Planning Commission
Gary Nordstrom – Chula Vista Urban Development Committee
Rudy Ramirez – Southwestern Chula Vista
Diana Rude – Northwestern Chula Vista
Stephen Savel - Education
Teresa Thomas – Environment, Open Space & Sustainable Development Subcommittee
Bill Tripp – Infrastructure & Services Subcommittee

Economic Development Subcommittee

William Tunstall (C) – Economic Development Commission (EDC)
Kevin Carlson – EDC
Russ Hall – EDC
William Hall – EDC
Charles Moore – EDC
Ramin Moshiri – EDC
Daniel Munoz – EDC
Dr. Carl Nelson - EDC
Nate Rubin – EDC
Scott Vinson – EDC
Mary Wylie - EDC

Environment, Open Space & Sustainable Development Subcommittee

Doug Reid (C) – Resource Conservation Commission (RCC)
Frank Ohrmund (VC) – Otay Valley Regional Park Citizen's Advisory Committee
Pamela Bensoussan – RCC
John Chavez - RCC
Juan Diaz - RCC
Stanley Jasek - RCC
Susan Fuller – Nature Center Board of Trustees
Theresa Acerro – Sierra Club

CITIZEN COMMITTEES MEMBERSHIP (con't)

Environment, Open Space & Sustainable Development Subcommittee

Theresa Thomas - RCC
Michael Beck – Endangered Habitats League
Laura Hunter – Environmental Health Coalition
Allison Rolfe – San Diego Audubon Society

Infrastructure & Services Subcommittee

Arthur Garcia (C) – Growth Management Oversight Commission (GMOC)
(Education)
Richard Arroyo – GMOC (Business)
Marco Polo Cortez – GMOC (Planning Commission)
David Krogh – GMOC (Sweetwater / Bonita)
Rafael Munoz – GMOC (Eastern Territories)
Gary Nordstrom – GMOC (Development)
Steve Palma – GMOC (Southwest)
Michael Spethman – GMOC (Center City)
Bill Tripp – GMOC (Environment)
Mary Jo Buettner – Chula Vista Coordinating Council
Joanne Clayton – Housing Advisory Commission
Al Gore – Cultural Arts Commission
Bob Strahl – Parks & Recreation Commission

Table of Contents

I. Background	page 1
II. Purposes & Uses of Report.....	page 3
III. Vision Statements & Goals	
Introduction	page 4
A. Strong Community Character & Image	page 5
B. Healthy & Sustainable Economy	page 7
C. Strong & Safe Neighborhoods	page 9
D. Improved Mobility	page 10
E. Healthy & Sustainable Environment	page 12
F. High Quality Community Services	page 13
G. Effective Growth Management & Plan Implementation	page 15
Appendix - Committees Organizational Diagram	

I. BACKGROUND

About the General Plan Update Citizen Committees

As part of its approval of an overall public outreach and participation program for the General Plan Update, the City Council authorized the formation of citizen committees. The committees are intended to help guide the process and assist in preparation of the Update by providing a means for ongoing involvement by key community stakeholder interests (e.g. education, business, environment, housing, community services, etc.), select City boards and commissions, and residents.

The committee structure consist of a Steering Committee, and three Subcommittees related to major topic areas of the General Plan Update; Economic Development, Environment & Open Space, and Infrastructure & Services. The selection and appointment of Steering Committee and Subcommittee members was administered through the City's General Plan Management Team with ratification by the City Council. To ensure that varying perspectives are reflected, each Subcommittee consists of 13-14 people and includes representation from City boards and commissions, community organizations and residents. The Steering Committee has 13 members, which includes one representative from each of the Subcommittees. An organizational chart is included as an Appendix to this report.

The Steering Committee provides oversight to the GPU process, and facilitates communication among key stakeholders by providing a conduit for sharing information, issues and the perspectives of diverse interests in the community. Its principle tasks are to synthesize information coming from various technical studies and the Subcommittees in the preparation of an overall vision for Chula Vista, and in the development of land use and transportation alternatives for the GPU.

The three Subcommittees are primarily intended to serve as a means to identify and discuss issues and concerns, opportunities and constraints, and key goals and objectives related to each of their particular subject areas. They will also review information from related technical studies, and advance this information and any recommendations to the Steering Committee.

About the General Plan Update Process

Chula Vista's General Plan is the city's long-term strategy to address community planning issues, and future growth and development. It is intended to represent the community's ideal vision for its future, and rests on a foundation of key community goals that the city will use to guide its planning decisions. Establishing the community's shared vision and key goals for the future is a critical initial step in providing a framework and direction for the General Plan Update (GPU).

The process for establishing the vision and goals began with the gathering of initial community input as part of the "visioneering" program during summer and fall 2002. That program solicited input about likes, dislikes, hopes and fears for Chula Vista both today and in the future. Those inputs were then reviewed, organized and published in a document entitled Preliminary Issues Report (November 2002). Collectively, the community's comments centered around the following seven major themes which are being used to organize the vision and goals:

- A. Strong Community Character & Image
- B. Healthy & Sustainable Economy
- C. Strong & Safe Neighborhoods
- D. Improved Mobility
- E. Healthy & Sustainable Environment
- F. High Quality Community Services
- G. Effective Growth Management & Plan Implementation

Information from the Preliminary Issues Report was presented to the four GPU citizen committees consisting of a Steering Committee, and three subcommittees; Infrastructure & Services, Economic Development, and Environment, Open Space & Sustainable Development. Each of the Subcommittees met several times from December 2002 to February 2003 to review and discuss issues, and to prepare a vision statement and key goals, from their focused perspectives. The Steering Committee then received their inputs and was tasked with reviewing and combining those into an overall, draft citywide vision and set of goals.

The results of those Steering Committee discussions (which took place from late February through April 2003) are presented in the Vision Statements and Goals on following pages.

II. PURPOSE & USES OF THE REPORT

In the context of a General Plan Update effort, the Draft Visions and Goals presented in this report are intended to serve as a starting point from which to launch the process of preparing and analyzing possible Plan alternatives.

As developed by the citizen committees, the Visions express an imagination, or dream as to what Chula Vista could or should be like 20 years from now. They serve as a desired, end reference point toward which we should aspire as a community. They are not intended to be specific in nature, nor to cover every aspect of the City, but rather are generalized statements highlighting those elements and characteristics of the City which will be central to defining our uniqueness, and to maintaining and enhancing the community. As with dreams, visions are not absolutes and may or may not be fully realized, but are none-the-less important in establishing ideals to strive for.

In moving toward the ideals expressed in a vision, there is more than one course, or alternative, that could be taken in getting you there. Likewise, there are various achievements that could be made along the way as a measure of making progress on a particular course. The Goals provided with each of the Vision Statements in this Report are intended to serve as more “measurable” expressions of what the community should hope to achieve during the next 20 years. They are short in length yet broad in scope, and are open to possibilities for action. As such, they serve as a starting point for preparing various, preliminary General Plan alternatives to share with the community in setting the range of possibilities which should be explored and evaluated through the General Plan Update process.

As these preliminary General Plan alternatives are prepared and refined through further study and community input, the vision and goals will also evolve in conjunction with developing a final, preferred General Plan for consideration by the City Council. As a result, the entitling of this Report as a “Draft” is intended to reflect that it is, in fact, a “living” document.

III. VISION STATEMENTS & GOALS

Introduction

The City of Chula Vista is a great place to live, work, learn and play, and is becoming the hub of civic and cultural activity in the South San Diego County region. At the same time, the City faces a number of challenges as it continues to develop.

In updating the City's General Plan, it is important to have a good understanding of where we are, and a clear vision of where we want to be. There are several critical, integrated elements that are giving shape to Chula Vista's character and vision:

- A unique physical environment, positioned on the South San Diego Bay, and bounded by the Sweetwater River to the north, mountains and the Otay Lakes to the east, and Otay River to the south;
- Healthy and well-planned neighborhoods,
- A broad range of quality business and employment opportunities,
- Abundant parks, open space and recreation opportunities,
- High quality educational, cultural, and artistic resources, and
- A rich history, heritage and strong sense of community.

We want to preserve and enhance the unique features that give Chula Vista its identity, while at the same time improving our community and meeting the opportunities and challenges that lie ahead. This is our vision for Chula Vista in the year 2020 which will better be accomplished through strong citizen participation and sound growth management.

A. VISION STATEMENT - Strong Community Character and Image

Chula Vista will continue to develop as a city with a distinct identity that its citizens are proud to call home. This identity will be characterized through celebration, preservation, restoration, and enhancement of Chula Vista's unique natural and historic resources, and through strong development standards that enhance the City's beauty and pride. The community will treasure the culture, values, and history of its unique location on the Pacific Rim and Pacific Flyway, linking the mountains, rivers, bay, and border region. Following are some of the most notable elements that will define our identity:

The City's unique physical features provide an opportunity to develop a magnificent network of open space, trails and recreational activities. Enhancing the network of local lands within the San Diego National Wildlife Refuge, the Chula Vista Greenbelt will connect the Bayfront, Sweetwater and Otay River valleys, and Otay Lakes and mountains through an open space system which visually and functionally surrounds the city, and links many of the City's principal recreation and natural resources.

The City's Bayfront will become a water-oriented gathering and focal point for all Chula Vistans, and will emerge as the premier waterfront experience in the South Bay. A diversity of uses will support its vitality and sustainability, and promote use by all citizens.

The historic downtown area of Chula Vista will serve to draw citizens together through its unique charm, and combination of public, civic, commercial, entertainment and residential uses. Chula Vista will celebrate its diversity through culture and the arts, and the downtown will become the focus for cultural and arts facilities, further strengthening its role as the heart of the City and a place that all Chula Vistans can point to with pride.

The Otay Ranch Eastern Urban Center will serve as an important regional retail and business center for the South County area. With the establishment of a four-year college or university on an adjoining site overlooking the Otay Lakes and mountains, the Eastern Urban Center will also reinforce Chula Vista's reputation as a community that places a high value on educational excellence.

GOALS:

- A.1 Support academic excellence throughout the city at all levels, including attracting a major four-year college or university, and encouraging expansion of Southwestern College.
- A.2 Create a cultural & performing arts district in the downtown Third Ave area.
- A.3 Establish a landmark park or public space as a point of common identity serving the entire City as a central gathering place.
- A.4 Create distinct gateways to the City from major north, south, and western entry points.
- A.5 Enhance connections between eastern and western Chula Vista to create and maintain a cohesive community.
- A.6 Protect and preserve the City's important historic resources through a comprehensive approach to historic preservation.
- A.7 Accommodate a full diversity of housing options and types throughout the city.
- A.8 Define the City's form and character through preservation of natural landforms, habitats and historic resources, including the Chula Vista Greenbelt which serves as a border for the City.
(Related goal: E.3)

B. VISION STATEMENT - Healthy and Sustainable Economy

Chula Vista will continue to expand its local economy through providing a broad range of business, employment and housing opportunities that support an excellent standard of living, and improve the ability for residents to live and work locally. This economy will generate revenues sufficient for sustaining exemplary public facilities and services, and for maintaining the community's desired quality of life. The city will promote an entrepreneurial spirit that fosters investment in local business and real estate, as well as in cultural and environmental resources. Chula Vista recognizes that its prosperity depends upon its people, their skills, and a competitive and healthy workplace based on principles of environmental and economic sustainability.

The city also recognizes the important relationship of regional factors and influences on our local economy. Chula Vista will continue to be an active participant in developing collaborative regional approaches that support our local economy, and the improvement of local facilities and services that enhance our quality of life.

GOALS:

- B.1 Develop a large and diversified economic base, while maintaining or increasing the existing sources of employment.
- B.2 Become the South County hub for leisure, recreational, shopping, entertainment, and governmental activities. (Related goal: A. 2)
- B.3 Promote educational excellence and training to ensure a qualified workforce.
- B.4 Plan and develop the Third Ave. corridor between E and H Street to strengthen its position as the City's business, cultural and entertainment hub.
- B.5 Create a strong land use and transportation linkage between the downtown, bayfront, southwestern and eastern areas of the City.
- B.6 Provide a diverse economic base with a variety of job opportunities to improve Chula Vista's jobs / housing balance.

- B.7 Support small and mid-sized businesses that are economically and environmentally sustainable, and neighborhood-based.
- B.8 Increase investment in western Chula Vista, particularly through uses which will serve the entire City.
- B.9 Become a center for applied technology innovation by attracting and supporting technology-based product R&D, manufacturing and services.
- B.10 Facilitate entrepreneurship by supporting the start-up and growth of small manufacturing businesses in targeted industries.
- B.11 Promote cross-border and international trade.
- B.12 Generate fiscal resources sufficient to provide and maintain exemplary public facilities and services.

C. VISION STATEMENT - Strong and Safe Neighborhoods

Chula Vista is a diverse yet integrated community that celebrates its neighborhoods as the building blocks that make it a great place to live. Each neighborhood will continue to express its individuality and character, and will be safe and attractive, with good access to necessary facilities and services, along with convenient transportation options that link neighborhoods internally and to one another. Citizens will feel safe to walk within and among neighborhoods, and to allow their children to do the same. Chula Vista will also take a leadership and collaborative role in ensuring the safety of its citizens on a citywide and regional level.

GOALS:

- C.1 Revitalize deteriorating neighborhoods and maintain and enhance the quality of stable neighborhoods.
- C.2 Strengthen neighborhoods through safe play/activity centers for children.
- C.3 Protect citizens through comprehensive and proactive planning for safety and security related to natural and man-made disasters.
- C.4 Conserve existing safe and sound affordable housing opportunities.
- C.5 Promote housing types that encourage a variety of incomes throughout the City.
- C.6 Ensure that an adequate and diverse housing supply is available throughout the City to meet the City's existing and future needs.
- C.7 Provide homeownership opportunities for low- and moderate-income households.
- C.8 Reduce and/or remove, to the greatest extent possible artificial constraints to the development, maintenance and improvement of housing.
- C.9 Upgrade and improve housing stock in areas of western Chula Vista.

D. VISION STATEMENT - Improved Mobility

Chula Vista will provide a wide range of convenient and affordable mobility options that allow people to go from where they are to where they want to be in a safe, pleasant, rapid, cost-effective and environmentally friendly manner.

Transportation will become a unifying element of the City and the region, connecting regional and local activity centers and neighborhoods through a network of major east/west and north/south corridors. This network will also be linked to local transportation services such as for intra-city express and shuttle loops, and expanded bus routes. The City will also have a system of bicycle and pedestrian paths that connect neighborhoods, activity centers and recreation facilities throughout the City.

GOALS:

- D.1 Coordinate with appropriate regional and local agencies to create an effective regional transportation network (freeways, roads, transit, etc.)
- D.2 Improve transportation connections between eastern and western Chula Vista, particularly transit connections between major activity centers.
- D.3 Continue efforts to develop and maintain a safe and efficient transportation system with adequate roadway capacity to serve future residents while preserving the unique character and integrity of recognized communities within the City.
- D.4 Increase the use of non-polluting and renewable options for mobility through a system of bicycle & pedestrian paths and trails.
- D.5 Coordinate with the regional transit agency to develop a state of the art transit system that provides excellent service to residents, workers and students and the disabled both within the City and to regional destinations.
- D.6 Encourage a network of secure parking facilities to support use of public transit.

- D.7 Make transit-friendly roads and arteries a top consideration in land use and development design.
- D.8 Provide a linked system of bicycle and pedestrian paths and trails throughout the City.
- D.9 Provide for safe, pleasant and efficient pedestrian movement.
- D.10 Integrate land use and transportation planning and related facilities.
- D.11 Provide convenient, affordable and efficient alternatives to the automobile to reduce the impact of growth on the road system.

E. VISION STATEMENT - Healthy & Sustainable Environment

The residents of Chula Vista cherish our open space and natural resources, and will continue to protect, enhance and preserve them. The City's Greenbelt will serve not only to define the unique character of our community, but will also serve as an interconnected ecosystem tying together the rich mosaic of habitats within the General Plan area, including the Bayfront, Sweetwater and Otay River Valleys, the Otay Lakes, and surrounding mountains, portions of which are within the San Diego National Wildlife Refuge.

Chula Vista will aggressively promote the use of conservation technologies and sustainability practices that reduce or eliminate the use of non-renewable resources, and will develop local non-polluting and renewable energy, water, and material resources, in a way that allows us to meet our present needs while ensuring future generations the ability to meet their needs.

GOALS:

- E.1 Balance the City's future demands for water in relation to planned water supply, and minimize the impacts of growth and development on water resources and water quality.
- E.2 Support and encourage sustainability concepts such as solid waste reduction, energy and water conservation, transportation management, and careful integration of land use and transportation in both public and private development and redevelopment.
- E.3 Preserve and enhance the City's natural resources, including the bayfront, by incorporation into an expanded open space system, recognizing that open space, habitats and corridors are critical to the integrity of the system and the sustainability of these natural resources.

F. VISION STATEMENT - High Quality Community Services

Chula Vista will continue to place a high priority on exemplary community services and facilities, (such as police and fire protection, libraries, and parks and recreation) and will continue to ensure that services and infrastructure expand to match needs created by growth and redevelopment. All areas of the city of Chula Vista will enjoy an equitable balance of services and infrastructure, recognizing their respective and unique situations.

The community will encourage integrated health and human services that are provided with dignity, are conveniently and equitably located, and are recognized as community centers that sustain families and residents.

GOALS:

- F.1 Upgrade necessary infrastructure (curbs, gutters, sidewalks and drainage) in southwestern Chula Vista.
- F.2 Encourage water conservation, reclamation, attainment of adequate supply, and evaluate new technologies.
- F.3 Encourage an integrated, neighborhood-based approach to the delivery of health and human services.
- F.4 Evaluate, address and provide resources for homelessness.
- F.5 Distribute parks and recreation facilities citywide in a manner that ensures convenient access for all city residents, and provides for sufficient land to meet adopted standards.
- F.6 Acquire and develop additional park space, and upgrade existing facilities and sites in established neighborhoods in western Chula Vista.
- F.7 Ensure that new park facilities in new communities and redeveloping areas are built in a timely manner to meet established park standards.

- F.8 Participate in the regional decision-making process regarding the expansion of the existing Metro sewage system and to control the growth in demand for wastewater treatment within the general plan area.
- F.9 Provide for the expansion of the library system in accordance with City standards.
- F.10 Encourage safe, affordable, consistently good quality childcare that is available and assessable to all economic segments of the community.
- F.11 Coordinate land use planning with the local school districts to ensure adequate facilities and avoid overcrowding.
- F.12 Provide the physical infrastructure (roads, utilities, etc.) needed to support economic prosperity.

G. Effective Growth Management & Plan Implementation

GOALS:

- G.1 Provide and maintain adequate public improvements, facilities, and services to support residential growth and redevelopment in an effective manner consistent with adopted city standards.
- G.2 Direct and coordinate both new growth and redevelopment policies in ways that maintain and consistently strive to improve the quality of life for current and future residents of Chula Vista.
- G.3 Identify and consider all community interests, including property owners, when reviewing land use decisions
- G.4 Provide for city staffing and organization in a manner which is supportive and responsive to the needs of both existing and prospective businesses.
- G.5 Implement and regulate development in ways which will protect the significant natural environment and create high quality urban environments for living and working.
- G.6 Conduct workshops and public hearings to both involve and solicit input from concerned citizens and owners of businesses and properties concerning future development and redevelopment of the city, for both private and publicly-initiated projects.
- G.7 Implement a comprehensive facility phasing and capital improvement program based on anticipated land development impacts.
- G.8 Facilitate and support volunteer and non-profit organizations in the performance of their missions of service to our community.
- G.9 Ensure Chula Vista's responsiveness to customers' needs.

General Plan Update Public Outreach & Participation Program

